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South-South cooperation for development

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Consideration of the comprehensive report of the Secretary-General on the progress made in implementing High-level Committee decision 17/1, including measures taken by the United Nations system in support of South-South cooperation

Measures to further strengthen the United Nations Office for South-South Cooperation

Report of the Secretary-General

Summary

The present report has been prepared in compliance with decisions 17/1 and 17/IM/1 of the High-level Committee on South-South Cooperation, in which it requested the Secretary-General to present to the Committee at its eighteenth session concrete recommendations for strengthening the United Nations Office for South-South Cooperation, including its responsiveness, effectiveness and efficiency, as appropriate, to enable it to support the mainstreaming of South-South cooperation across the United Nations development system.

The report also responds to General Assembly resolution 68/230, exploring potential options for the optimal location of the United Nations Office for South-South Cooperation. It is recommended, in line with the relevant General Assembly resolutions that have all called for the further strengthening of the Office within the United Nations Development Programme (UNDP), that UNDP continue to serve as institutional host to the United Nations Office for South-South Cooperation.

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I. Purpose

1. The present report has been prepared in compliance with decisions 17/1 and 17/IM/1 of the High-level Committee on South-South Cooperation, in which it requested the Secretary-General to present to the Committee at its eighteenth session concrete recommendations for strengthening the United Nations Office for South-South Cooperation, including its responsiveness, effectiveness and efficiency, as appropriate, to enable it to support the mainstreaming of South-South cooperation across the United Nations development system.[1]

2. The report also responds to resolution 68/230, in which the General Assembly, recalling decision 17/1 of the High-level Committee, further requested the Secretary-General, while noting the idea of separating the Office for South-South Cooperation as operationally autonomous from the United Nations Development Programme (UNDP), to present, as part of his comprehensive report to the High-level Committee at its eighteenth session and, in consultation with Member States, the Office for South-South Cooperation and UNDP, a comprehensive proposal evaluating the feasibility and financial, human and budgetary implications of separating this Office, at the same time clarifying contributions of UNDP under such a change, and presenting all options, including, inter alia, the continuation of all existing arrangements and financing options for the Office, including through voluntary contributions as well as core contributions from UNDP.

3. Against the above background, the present report considers the context within which Member States have called for measures to strengthen the United Nations Office for South-South Cooperation[2] as part of a larger strategy to enable the United Nations system to draw coherently on the resources of the South as it works to eradicate poverty and address a range of transnational development challenges requiring international collective action. It highlights the clarified system-wide mandate of the Office and identifies a set of measures to strengthen it. The measures presented in the report also draw on recommendations from the various UNDP evaluations and from the 2011 review by the Joint Inspection Unit entitled "South-South and triangular cooperation in the United Nations system" (A/66/717).

4. Furthermore, in response to General Assembly resolution 68/230, and bearing in mind the collective views of Member States, the report explores options for the institutional hosting of the Office and concludes that UNDP remains its most optimal institutional host. The vast global operations and country office network of UNDP, its critical management role in the United Nations Resident Coordinator System, and renewed policy and programmatic commitment to South-South cooperation provide the Office with a very favourable environment for working with UNDP and the wider United Nations development system.

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[1] A/67/39, chap. I, decision 17/1, para. 8; and SSC/17/IM/L.2, chap. I, decision 17/IM/1.

[2] Formerly the Special Unit for Technical Cooperation among Developing Countries, subsequently renamed the Special Unit for South-South Cooperation in 2003 and the United Nations Office for South-South Cooperation in 2012.

II. Enhanced importance of South-South cooperation

5. The environment in which South-South cooperation is currently implemented has changed significantly since the 1970s, when the basic institutional arrangements governing it were put in place. In the 1970s, the vast majority of developing countries were underdeveloped and poor and therefore heavily dependent on developed countries for the transfer of knowledge and technology. Over the past two decades, a number of developing countries that play a pivotal role in South-South cooperation have achieved comparatively high levels of development, underpinned by an expanding middle class and scientific and technological expertise, and are demonstrating many competencies that are contributing to higher growth, economic resilience and other positive trends in the global South. Moreover, demographic trends indicate that by 2025, developing countries will account for more than 80 per cent of the world's population of approximately 8 billion.

6. The above-mentioned developments have accentuated the possibilities for promoting more intensive forms of cooperation among developing countries in pursuit of their national development plans and internationally agreed development goals, such as the Millennium Development Goals. Such cooperation will also be relevant for the post-2015 development agenda. The global economic crisis that started in 2008 has also reinforced the potential of South-South cooperation, as developing countries seek to step up their collaboration, in the spirit of collective self-reliance, to respond to the challenges presented by the crisis and other issues such as climate change and food and energy security.

7. Despite the compelling merits of South-South cooperation — reflected in its renewed emphasis at recent international forums such as the United Nations Conference on Sustainable Development, held in Rio de Janeiro, Brazil, in June 2012, the sixty-seventh session of the General Assembly and the quadrennial comprehensive policy review of operational activities for development of the United Nations system, as well as in various programmes of action adopted by both the developing countries and the United Nations system — the implementation of South-South cooperation initiatives has not kept pace with expectations. Moreover, the benefits are uneven, notwithstanding some notable successes.

III. United Nations institutional support to South-South and triangular cooperation

8. Against the above backdrop, Member States have stepped up calls for more systematic, coordinated support for South-South cooperation throughout the United Nations system, including the strengthening of its institutional arrangements in order to engage new actors and better harness emerging opportunities for development through South-South and triangular partnerships. Discussions on the institutional status, location and capacity of the United Nations Office for South-South Cooperation have been part of this call for action.

9. In paragraph 3 of its decision 16/1 of 4 February 2010, the High-level Committee on South-South Cooperation requested the Joint Inspection Unit to review the existing United Nations institutional arrangements in support of South-South and triangular cooperation and to make recommendations in order to facilitate the preparation by the Secretary-General of the specific framework of operational

guidelines on South-South cooperation, which relevant United Nations organizations can use when implementing the 2009 Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation. In consultation with Member States and relevant organizations of the United Nations system, the Joint Inspection Unit prepared the report entitled "South-South and triangular cooperation in the United Nations system" (JIU/REP/2011/3) in 2011.

10. In its report, the Joint Inspection Unit concluded that despite the efforts made by several organizations of the United Nations system to mainstream South-South cooperation in their activities, existing institutional arrangements for South-South and triangular cooperation needed strengthening. It observed that opportunities gained from South-South cooperation and triangular cooperation are constrained by challenges such as lack of communication, coordination, planning, designing, monitoring, evaluation, political will and strategies, in addition to the need to provide adequate non-earmarked financing through triangular cooperation (A/66/717, para. 180). According to that same Joint Inspection Unit assessment, in order for South-South and triangular forms of cooperation to have their intended impact, it is necessary to improve overall system-wide policy frameworks, governance, coordination, structures, mechanisms and dedicated resources. The Unit further noted the need to address the mismatch between the expanded mandate of the United Nations Office for South-South Cooperation and available resources, and to prioritize the work and resources of the Office to make it more focused and effective.

11. Similarly, in a 2009 report on the promotion of South-South cooperation for development over a period of three decades since 1978, the Secretary-General stated that "United Nations agencies and programmes have had a key role in promoting cooperation among developing countries, but stronger mechanisms for coordination, monitoring, funding and reporting are needed to further improve their performance" (A/64/504, para. 3 (f)). Evaluations of the UNDP contribution to South-South cooperation in 2007 and 2013 revealed that, although activities supported by the United Nations Office for South-South Cooperation had made a significant contribution to such cooperation, their impact was lessened by the large number of initiatives in which it was involved. The evaluations therefore recommended that the Office adopt a more focused approach in its future programming activities.[3]

12. The above assessments informed High-level Committee decisions 17/1 and 17/IM/1, in which the Committee requested the Secretary-General to recommend concrete measures to strengthen the United Nations Office for South-South Cooperation and enable it to fulfil its system-wide responsibilities.

IV. Mandate of the United Nations Office for South-South Cooperation

13. The mandate of the United Nations Office for South-South Cooperation has been informed by General Assembly priorities and the global development context. The original mandate of the Office to support the Administrator of UNDP in

[3] See UNDP, Evaluation Office, *Evaluation of UNDP Contribution to South-South Cooperation* (2007); *Evaluation of UNDP Contribution to South-South and Triangular Cooperation (2008-2011)* (2013).

carrying out the responsibilities assigned to UNDP by the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries was articulated in recommendation 34 of the same Plan of Action[4] that was endorsed in 1978 by the General Assembly in its resolution 33/134. In decision 10/1 B, paragraph 11, of the High-level Committee on the Review of Technical Cooperation among Developing Countries (now the High-level Committee on South-South Cooperation), which was endorsed in 1997 by the General Assembly in its resolution 52/205, the United Nations Office for South-South Cooperation was tasked with promoting, monitoring and coordinating technical cooperation among developing countries on a system-wide basis. In 2001, it was called upon to act as a focal point of the United Nations system for South-South cooperation in paragraph 12 of General Assembly resolution 56/202. In the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation, which was endorsed by the General Assembly in paragraph 21 (g) of the annex to its resolution 64/222, the heads of delegations and high representatives of Governments reaffirmed the mandate of the Special Unit for South-South Cooperation, hosted by UNDP, as a separate entity and coordinator for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis. The same mandate, which is broader than that in recommendation 34 of the Buenos Aires Plan of Action, is reaffirmed in General Assembly resolution 68/230.

14. In recent years, the United Nations Office for South-South Cooperation has focused on three main platforms: (a) promoting policy dialogue; (b) creating an enabling environment for public-private partnerships; and (c) managing and sharing development solutions. In supporting policy dialogue, the Office analyses trends, emerging issues and opportunities for promoting South-South and triangular approaches to development. In addition, it works to build new partnerships with civil society and the private sector, identify new funding mechanisms and mobilize resources, and also manages various intergovernmental South-South trust funds.

15. Furthermore, the United Nations Office for South-South Cooperation has established a three-pronged approach to its services, comprising the Global South-South Development Academy, the Global South-South Development Expo and the South-South Global Assets and Technology Exchange, to: (a) enable development partners to systematically identify, document and share successful national policy options, development solutions and technical expertise; (b) showcase successful Southern development solutions and form innovative partnerships to scale up development impact; and (c) systematically offer, seek, exchange and support technical know-how and technologies among developing countries.[5]

16. The United Nations Office for South-South Cooperation has also increased its support to intergovernmental bodies. It acts as the servicing, convening and substantive support secretariat to the High-level Committee and as the United Nations focal point on South-South cooperation within the United Nations system, together with the requirements arising from the General Assembly and from the

[4] *Report of the United Nations Conference on Technical Cooperation among Developing Countries, Buenos Aires, 30 August-12 September 1978* (United Nations publication, Sales No. E.78.II.A.11 and corrigendum), chap. I.

[5] See the note by the Secretary-General on the framework of operational guidelines on United Nations support to South-South and triangular cooperation (SSC/17/3).

Economic and Social Council, which also periodically takes up the issue of South-South cooperation based on inputs provided by the Office. It also provides support to the Group of 77 and China, and acts as a de facto secretariat for the Group on South-South matters (A/66/717, para. 92). In particular, the Office has prepared 18 annual reports of the Secretary-General on the state of South-South cooperation to the General Assembly, 18 biennial reports of the High-level Committee on South-South Cooperation to the General Assembly, and over 20 biannual reports of the Administrator of UNDP to the High-level Committee. The decisions and recommendations of the High-level Committee on South-South Cooperation and the General Assembly to advance the objectives of South-South and triangular cooperation are partly informed by these reports. The United Nations Office for South-South Cooperation has also supported the Economic and Social Council in playing an active role in the promotion of South-South cooperation. The Department of Economic and Social Affairs of the Secretariat, which serves as the secretariat for the Economic and Social Council, has, in close collaboration with the Office, included South-South cooperation on the agenda of the Development Cooperation Forum. In addition to its substantive support to the Forum, the Office also provides inputs on South-South and triangular cooperation to the reports of the Secretary-General on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

17. It is worth noting that, in resolutions 50/119 of 20 December 1995 and 52/205 of 18 December 1997, the General Assembly requested a biennial report of the Secretary-General on the state of South-South cooperation but has, since 2011, adopted resolutions that require annual reporting. Such interest from Member States to include South-South and triangular cooperation during annual deliberations on operational activities for development underscores the importance of having strong research and analytical capacity in the Office.

V. Identification of areas to be strengthened

18. In carrying out the 2011 Joint Inspection Unit review and the 2013 evaluation of the UNDP contribution to South-South cooperation, representatives of Member States and many other stakeholders around the world were interviewed on the current performance of the United Nations Office for South-South Cooperation. The findings and recommendations of those assessments propose measures to strengthen the Office and to enhance the mainstreaming, governance and coordination of South-South cooperation in the United Nations system.

19. On mainstreaming, the Joint Inspection Unit envisaged that the United Nations Office for South-South Cooperation would, in addition to providing definitions and mainstreaming tools, work under the authority of the Administrator of UNDP, as Chair of the United Nations Development Group (UNDG), to continually support the mainstreaming of South-South cooperation by organizing workshops and training sessions on South-South and triangular cooperation at headquarters and in the field (A/66/717, paras. 44 and 65). Having prepared the framework of operational guidelines on United Nations support to South-South and triangular cooperation in 2012, the Office should have the capacity to provide similar tools and to support agencies in the continuous implementation of the guidelines.

20. On South-South cooperation governance, the Inspectors of the Joint Inspection Unit concluded that it should be rethought with a view to enhancing its effectiveness. The work methods of the High-level Committee should be reviewed in order to create thematic groups, with the participation of experts, to move forward work between biennial sessions. Such an approach could be enhanced by the participation of the relevant United Nations system organizations which deal with the respective themes, as well as national actors and focal points, academia, civil society and the private sector, who would bring different perspectives and a high level of expertise to enrich policy decisions and drive actions on South-South cooperation and triangular cooperation (Ibid., para. 85). Intergovernmental responsibilities at United Nations Headquarters and in the United Nations funds, programmes and specialized agencies needed a clear delineation and improved coordination, all of which would have implications for the mandate, funding and structure of the Special Unit for South-South Cooperation (Ibid., para. 86). In addition, the 2013 UNDP evaluation and the Joint Inspection Unit review proposed improvements in the institutional arrangements of the Office in relation to UNDP.

21. On staffing capacity, the Inspectors of the Joint Inspection Unit noted in their report that consideration should be given to reprioritizing the current functions and reorganizing the staffing profile of the Special Unit for South-South Cooperation (Ibid., para. 94).[6] The Inspectors also found that financial resources and staffing were not evenly distributed across the focus areas of the work of the United Nations Office for South-South Cooperation (Ibid., para. 90).

VI. Measures and recommendations to strengthen the United Nations Office for South-South Cooperation

A. A strategic, focused work programme

22. In its decision 2014/9, the Executive Board of UNDP, the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS) approved the first United Nations Office for South-South Cooperation strategic framework, 2014-2017, developed by the Office. The new framework is more strategic than the earlier four cooperation frameworks, and further clarifies the focus of the Office on global and system-wide policy coherence and coordination.

23. In line with the Joint Inspection Unit recommendation that the United Nations Office for South-South Cooperation focus on "providing support to policy development and knowledge-sharing, advocacy, coordination, servicing intergovernmental bodies, matching capacity requirements" (Ibid., para. 94), the strategic framework, 2014-2017, focuses on providing support to: global and United Nations policy development and advocacy; inter-agency coordination and facilitation; catalysing innovative mechanisms; fostering inclusive partnerships and mobilizing resources from both public and private entities to support multi-agency collaboration in implementing the recommendations in the Nairobi outcome document; and

[6] See also General Assembly resolution 62/208, para. 53.

supporting knowledge-sharing, networking and the exchange of best practices, including through Southern centres of excellence.[7]

24. With the approval of the strategic framework, 2014-2017, by the Executive Board of UNDP, UNFPA and UNOPS, the United Nations Office for South-South Cooperation is well placed to better align its work programmes with its core mandate. With a more strategic, focused work programme, consideration should be given to functional realignment to rebalance the current staffing structure to better match the Office's work programme. Additionally, the Office can potentially better leverage the United Nations system's broad range of thematic and sectoral expertise to support its own work on South-South cooperation, as well as that of the High-level Committee, the Economic and Social Council and the General Assembly. Moreover, the Office should now be in a better position to partner with other United Nations entities in support of South-South cooperation and other related efforts.

25. The above-mentioned positive developments complement and reinforce recent strengthened UNDP efforts to place South-South cooperation at the heart of its policies and programmes in its strategic plan, 2014-2017. The plan clearly defines two UNDP functions in supporting South-South cooperation: (a) to continue strengthening support for system-wide coordination and action by hosting the United Nations Office for South-South Cooperation; and (b) to utilize the UNDP country and programmatic reach to provide a global operational arm for South-South cooperation that is accessible to the broader United Nations development system. These two entry points are complementary and mutually reinforcing.

26. Moreover, the UNDP global programme and five regional programmes, recently approved by the Executive Board of UNDP, UNFPA and UNOPS in decisions 2014/2 and 2014/3 (see DP/2014/8), integrate South-South cooperation as an important modality for delivering development results. South-South cooperation is also being mainstreamed into UNDP country programmes. A new project modality for South-South cooperation programmes is being developed and will soon be available for use by countries to formulate multi-country South-South cooperation projects. Those measures foresee fully utilizing the UNDP country and programme reach to promote South-South cooperation. They will also help to ensure that the Office's coordination and policy development work is translated into action at the country level through the operational work of UNDP and other United Nations organizations.

B. Strengthened system-wide coordination mechanism

27. In line with recommendations in the report of the Joint Inspection Unit to ensure more systematic mainstreaming of South-South cooperation in United Nations operational activities, the Administrator of UNDP, as Chair of the United Nations Development Group, should continue to utilize the different coordination mechanisms of the Group to encourage organizations of the United Nations development system to strengthen their dedicated mechanisms to initiate, promote, coordinate, report and evaluate their support to South-South cooperation throughout

[7] "Strategic framework of the United Nations Office for South-South Cooperation, 2014-2017" (DP/CF/SSC/5), para. 21.

programme activities. Results achieved by United Nations organizations should be included in the biannual reports of the Administrator to the High-level Committee.

28. Additionally, the Administrator of UNDP, as Chair of the United Nations Development Group, should encourage the establishment of a strengthened inter-agency mechanism for the United Nations Office for South-South Cooperation to effectively perform its coordination function. At the global level, organizations are called on to designate representational focal points to join a United Nations system inter-agency mechanism coordinated by the Office. This mechanism should be more formalized and strengthened to have more regular inter-agency meetings of these focal points to encourage joint support to South-South and triangular initiatives, and to share information on development activities and results achieved by various organizations through their respective business models in support of South-South and triangular cooperation. The Office should also be given the opportunity to be represented more regularly in strategic and coordination mechanisms of the United Nations Development Group when matters affecting South-South cooperation are being discussed.

29. At the regional level, the current arrangement includes professional staff of the United Nations Office for South-South Cooperation covering Latin America and the Caribbean, Africa, Asia and the Pacific, Arab States, and Eastern Europe and the Commonwealth of Independent States regions. Efforts should be made to empower these regional representatives of the Office, further integrate them into regional United Nations Development Group mechanisms and provide greater support to their regional activities to ensure coordinated support to South-South cooperation. Representatives of the Office should be invited to participate in strategic and decision-making mechanisms and meetings relating to South-South cooperation, in order to enhance its profile and visibility. In this regard, the UNDP regional offices will provide office space and operational support for regional representatives of the Office and ensure matrix management with it.

30. At the country level, the United Nations Resident Coordinator will be supported by thematic groups (including on South-South and triangular cooperation) or other inter-agency mechanisms to play the leadership role in system-wide coordination.

31. All relevant organizations of the United Nations system should continue to support efforts of the United Nations Office for South-South Cooperation to promote the application of United Nations system-wide policy frameworks and South-South cooperation mainstreaming guidance through workshops, trainings and other initiatives throughout the United Nations development system. These initiatives should build on work already under way to integrate South-South and triangular cooperation into workshops and other learning events organized by the Development Operations Coordination Office and the United Nations System Staff College for United Nations coordination officers and other staff members at the country and regional levels.

32. The Administrator of UNDP, in her capacity as Chair of the United Nations Development Group, should make practical recommendations on additional support that United Nations system entities and Member States may provide for their review and consideration, taking into account the substantive knowledge base, research capacity and comparative advantage of other organizations. This could include secondments of staff from Member States and United Nations organizations,

recruitment of junior professional officers, as well as other measures to strengthen the Office's capacity and enhance its cooperation with Member States and the United Nations system.

33. The Secretary-General, in consultation with Member States and the Administrator of UNDP, may take further measures to strengthen the Office's capacity to enhance its coordination function within the United Nations system and cooperation with Member States.

C. Dedicated funding and support for resource mobilization

34. As part of the financial support of the United Nations Office for South-South Cooperation to implement its strategic framework, UNDP has adopted a mechanism to ensure stable and predictable allocation of regular (core) resources to the Office, irrespective of any overall budget changes for UNDP. That ensures that annual regular resource allocations will not fall below $3.5 million per year over the period of the framework (i.e., a total of $14 million for the period 2014-2017). During the same period, the Office aims to mobilize an additional $20 million in other resources to supplement regular resources. Member States are encouraged to continue providing these additional resources to the Office so that it can implement the priorities outlined in its current and future strategic frameworks.

35. As indicated previously, given its coordination function, the United Nations Office for South-South Cooperation could also benefit from additional financial or in-kind contributions from United Nations system organizations and partners, including strengthening of resource mobilization efforts. To that end, building on the positive experience of the Multi-Partner Trust Fund Office, the Administrator of UNDP, as Chair of the United Nations Development Group, should explore options for enhancing external funding to the United Nations Fund for South-South Cooperation managed by the Office.

D. Monitoring and evaluation

36. The overall performance of the United Nations Office for South-South Cooperation should continue to be the subject of review and assessment at the biennial meetings of the High-level Committee on South-South Cooperation, aided by the relevant reports of the Administrator of UNDP to the High-level Committee. A United Nations inter-agency mechanism should help to ensure the effectiveness of the implementation of the Office's present and future strategic frameworks, focusing on outcome-level achievements.

37. The midterm review and a final evaluation of strategic frameworks of the United Nations Office for South-South Cooperation will be carried out in accordance with UNDP policies and procedures.

VII. Options for the location of the United Nations Office for South-South Cooperation

38. The recent renaming of the United Nations Office for South-South Cooperation has generated renewed discussions on a number of possible options for

strengthening the Office as it performs its United Nations system-wide responsibilities, including by addressing its institutional arrangements. Three options are considered:

(a) *Transform the United Nations Office for South-South Cooperation into an independent entity*. According to the 2013 evaluation of the UNDP contribution to South-South and triangular cooperation (2008-2011), Member States in general want the Office's independence and autonomy from the traditional models of North-South aid relationships to be strengthened in order to maintain its relevance for Southern country dynamics.[8] That perspective was also reflected in decision 17/1, in which the High-level Committee removed the "Unit" designation of the Special Unit for South-South Cooperation and renamed it the United Nations Office for South-South Cooperation as well as enlisted the support of the Secretary-General in making the new Office more relevant, effective and efficient in meeting the needs of Member States.[8] There are adverse implications of expanding this relative autonomy to full separation, however. Evaluators have underlined the need for a formal interface between the United Nations Office for South-South Cooperation and UNDP country offices, which are the frontline hubs of programmatic and operational action. Separating the Office from the important institutional and operational platforms provided by UNDP would make it more difficult for the organization and the wider United Nations development system to increasingly mainstream South-South cooperation in the operational activities for development of the United Nations development system, which UNDP anchors and facilitates as the manager of the United Nations Resident Coordinator System, as requested by the General Assembly in paragraph 74 of its resolution 67/226 on the quadrennial comprehensive policy review, and other intergovernmental decisions. Delinking the United Nations Office for South-South Cooperation from UNDP would also deprive the Office of easy access to the UNDP global scale of operational support and programmatic efforts, where evidence-based knowledge about South-South cooperation can be channelled to inform global policies and dialogues. Moreover, with this option, the Office would have to be funded independently, which would be a major challenge, given the uncertainty that it would face by relying exclusively on non-core funding for its operations at a time of declining development finance.

(b) *Relocate the United Nations Office for South-South Cooperation within the United Nations Secretariat*. The argument in favour of this option is that it could marginally augment the ability of the United Nations Office for South-South Cooperation to advocate for Southern perspectives in the normative work of the United Nations Secretariat. In reality, the Office is already playing a significant normative role as the secretariat of the High-level Committee and by working closely with the Department of Economic and Social Affairs of the Secretariat on many South-South related issues. As is the case with the previous option, delinking the Office from UNDP would deprive it of easy access to the global scale of operational support and programmatic efforts, and would separate the Office from the important institutional and operational platform that UNDP provides. In addition, this option would require that current UNDP financial and human resources be funded from the regular budget of the United Nations Secretariat. This

[8] UNDP, *Evaluation of UNDP Contribution to South-South and Triangular Cooperation (2008-2011)* (2013), p. 48.

would be very difficult in the present funding environment and budget cycle, since no financial commitments have been foreseen for this purpose.

(c) *UNDP continues to serve as institutional host to the United Nations Office for South-South Cooperation.* In this option, while enhancing the Office's capacity to function independently, under the direct authority of the Administrator of UNDP, as Chair of the United Nations Development Group, and strengthening its capacity to carry out its mandate, UNDP would continue to serve as institutional host to the United Nations Office for South-South Cooperation. On numerous occasions, UNDP has expressed its commitment to remaining the institutional home for the United Nations Office for South-South Cooperation in addition to serving as the operational arm for South-South cooperation in over 130 developing countries where it is present. The extensive UNDP global operations and country office network, its critical management role of the United Nations Resident Coordinator System, and the renewed policy and programmatic commitment to South-South cooperation highlighted in the UNDP strategic plan 2014-2017, provide the Office with the strongest and most effective platform to work with UNDP and the wider United Nations development system in support of this critical agenda. Thus maintaining the United Nations Office for South-South Cooperation in UNDP would be the preferred option. The continued hosting of the United Nations Office for South-South Cooperation by UNDP is in line with the provisions of General Assembly resolutions 58/220 of 2003, 60/212 of 2005 and 62/209 of 2007 and paragraph 78 of resolution 67/226 of 2012 on the quadrennial comprehensive policy review, which have all called for the further strengthening of the Office within UNDP. In addition, Member States have, in all 17 sessions of the High-level Committee, affirmed the continued relevance of the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries, in which it was decided to locate the United Nations Office for South-South Cooperation in UNDP, as was also reiterated in the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation in 2009.